BY ORDER OF THE AWC COMMANDANT
AIR WAR COLLEGE (AWC)

AWC Handbook 36-3

19 April 2011

Personnel

AIR WAR COLLEGE DISTANCE LEARNING
17th EDITION STUDENT HANDBOOK

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SUMMARY OF REVISIONS.
- Prohibits the use of unofficial study aids
- Clarifies the role of Faculty Advisor and Instructor
- Updates elective requirements
- Modifies test procedures
- Changes the appeals process
- Clarifies timelines for completion
- Provides extension procedures
- Adds guidance for enrollment suspension
- Removes IDI description and requirement
- Other minor administrative changes

DEAN'S WELCOME

Welcome to Air War College, the senior level of Air Force professional military education. I congratulate you for taking this important step in your professional development.

The Air War College has offered a distance learning curriculum since the late 1940s. Distance Learning is pleased to offer a challenging and relevant program to help you improve your professional knowledge and enhance your ability to articulate issues associated with being a senior officer in our Air Force and a national security professional. Our goal is to prepare you to critically analyze and articulate in writing succinct, comprehensive and accurate accounts of strategic-level issues.

The distance learning curriculum reflects the topics and learning areas directed by the CJCS Instruction 1800.01D Officer Professional Military Education Policy. A significant feature of Edition 17 is our various modes of assessment. This edition consists of a combination of multiple choice and essay exams, simulation and a personal development plan. While answering each DLO will certainly help prepare you for the exams, your attention should be on a more strategic level as you seek to synthesize the concepts presented in the materials. The Resource tab within the Student Information System provides additional materials you will find useful in completing the course and in your ongoing professional development. The Distance Learning program does not award a master's degree or Joint Professional Military Education credit; however, the course work is at the graduate level.

You are expected to make continuous progress in the course once enrolled; thus, do not start unless you are prepared to devote the time needed to complete the program. There are a total of 6 courses (1 elective and 5 core courses). This program must be completed within 36 months of your enrollment date.

This is a flexible program! Although the list of required courses will not change in the 17th edition, the course content and deliverables are likely to change during the time you are in the program. We will provide some notice to you prior to implementing any changes.

It is essential to review this handbook before you begin and refer back to it when you have questions. Our faculty consists of subject matter experts who are here to help guide you through the curriculum. The DL team keeps exploring better ways to deliver course materials to you. If you have suggestions, please let us know.

Let me be very clear, the use of unofficial study aids, sometimes referred to as "Dirty Purples" or "Gouge," is prohibited. Chapter 5 of this handbook provides detailed guidance on this subject. Academic Integrity is paramount as you work to complete this course. Previous students have had UCMJ action taken against them for violations of academic integrity.

When completed, you will have an enhanced understanding of how the US national strategy translates into actions in the battlespace, and be able to clearly and concisely articulate how air, space, and cyberspace power fit into the battlespace as a part of the joint team.

Best wishes for your success in AWC Distance Learning and in your professional career!

DENNIS M. ARMSTRONG, Col, USAF
Dean, Distance Learning

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Chapter 1

Air War College Overview and Roles

AIR WAR COLLEGE MISSION

To prepare students to lead in a joint, interagency and multinational environment at the strategic level across the range of military operations; to develop cross-domain mastery of joint air, space and cyberspace power and its strategic contributions to national security; and to advance innovative thought on National Security, Department of Defense and Air Force issues.

STUDENT ROLE

As an AWC Distance Learning (AWC/DL) student, you are responsible for accomplishing this mission through the AWC/DL online curriculum and DL faculty support. Your goals, preparation and pacing will directly affect what you take away from your AWC/DL experience. Your goals will set the tone for everything you do and provide a personal milestone for measuring your progress. Academic preparation will enable you to critically analyze course materials and video lectures and successfully complete end-of-course assessments. We urge you to take advantage of the opportunities to broaden your personal and professional perspectives.

The online lectures are covered by academic freedom. This freedom protects our lecturers' ability to freely present highly prized and protected viewpoints. Expect to hear divergent views. If you are in a designated seminar, feel free to discuss the content of these lectures within the seminar. However, respect the views and the identities of the lecturers when discussing outside of the AWC/DL program.

Finally, AWC/DL is a military program. Your responsibility in the program is to complete your own work and abide by all the facets of academic integrity. Unofficial study aids are prohibited. Individuals caught accessing or using these aids will be dealt with swiftly and harshly.

Chapter 2

General Program Description

AIR WAR COLLEGE DISTANCE LEARNING PROGRAM

The AWC/DL program is a Senior Developmental Education (SDE) program. The program consists of registration followed by the academic curriculum of one elective and then five core courses.

BENEFITS OF AWC

SDE Credit – Air Force officers earn SDE credit upon completion. Sister-service students must contact their personnel office to determine if credit is awarded for successfully completing the AWC/DL program. Civilians must contact their personnel office to ensure their records are updated to reflect graduation status.

Graduate Credit – The American Council on Education (ACE) may recommend some graduate credit hours for completing the program. For specific details refer to their web-based application at: http://www.militaryguides.acenet.edu/. The final decision on how many credit hours you can transfer rests with your school.

Reserve Points – The Air Reserve Personnel Center (ARPC) determines USAFR retirement credit points based on the study hours for each course. If enrolled as an ARC component student, study hours will be automatically sent to ARPC after you complete each course. You will earn 60 study hours for the elective and 99 study hours for each of the five core courses. General information on points is available at the AFRPC website (http://www.arpc.afrc.af.mil/library/factsheets/index.asp).

METHODS OF STUDY

The AWC/DL program is designed as a self-study program. However, student-led or mentor-led seminars are encouraged.

Self-Study

This is the preferred method for most students and is the typical correspondence course method as you can proceed at your own pace instead of the pace of a group. As a guide students should complete at least 2-3 courses per year.

Seminar

All seminars must be officially designated as seminars by AWC/DL (see Chapter 5 for details). A student-led or mentor-led seminar consists of 4-15 students who meet regularly in person, online or via other methods to exchange information and enhance learning through interaction. Times and methods of meeting are set up by the members of the group.

IT CHALLENGES

In an effort to secure our military networks, changes in network configurations and modifications to hardware and software are made on a continual basis. This may result in situations where networks are disabled (at the service, MAJCOM or base level) and software does not work as desired. The AWC continuously works these issues on behalf of our world-wide student population, but has no control over changes to the military networks. We rely on you to make us aware of any problems. If you have specific issues at your base, provide a detailed description to include screen shots if applicable to AWC/DL Student Operations. If available, it may be more advantageous to use a home computer to complete some of your requirements.

A Common Access Card (CAC) card or a userid and password may be used to access AUSIS. If you wish to use your CAC card from a home computer to access AUSIS, you will need a CAC card reader and will have to install the CAC middleware (ActiveClient) on your system. We recommend you contact your local client support administrators to assist with any questions you have about installing this capability on home computers.

To improve our delivery of the AWC program we are in the process of making significant changes to our IT systems. Our plans includes changing the AUSIS/website, converting to paperless curriculum, supporting e-Books, and utilizing the Blackboard learning management system as a potential replacement to AUSIS for most of the students needs.

Many civilian colleges use the Blackboard learning management system. Although not error free, Blackboard should help attenuate several chronic problems. It has redundancy and is hosted outside the firewall helping accessibility. It is also specifically designed as a learning management system for students to interact with the curriculum. AWC/DL is planning to set up student-led seminar environments for designated seminars, post readings, lectures and other curriculum, as well as possibly using Blackboard to test students.

Chapter 3

Eligibility and Program Details

Eligibility

AFI 36-2301, 16 July 2010, paragraphs 9 and 19, provides eligibility requirements for military and civilian personnel to enroll in the AWC Distance Learning Program:

Military – Active Duty, Reserve or National Guard O-5 selects and above. If you retire while actively enrolled and transition to Civil Service, you can continue your enrollment if you meet the civilian criteria below.

Civilian – Federal civil service employees in the grades of GS/GM 14 & 15, NSPS employees in Pay Band 3, DCIPS Pay Band 4/5 and NAF 5/6. In addition, all civilians must have at least an accredited bachelor's degree to enroll in non-resident programs. AF/A1DL is the waiver authority for all non-resident PME eligibility.

International – International applicants must be an O-5 select or higher. Please refer to AFI 36-2301, 16 July 2010, paragraph 11, for additional guidance.

Note: Knowingly disregarding these eligibility requirements and attempting to enroll is considered misrepresentation, which is a violation of academic integrity. AUI 36-2315, Student Disenrollment Procedures, applies to cases of academic integrity.

Enrollment

WARNING: Do not enroll unless you are confident about your ability to complete the program in the allotted time.

Military personnel can enroll in AWC via the Air University Student Information System (AUSIS) at https://ausis.maxwell.af.mil. Eligible civilian personnel must contact AWC/DL to accomplish the enrollment. International students, both military and civilian, must contact the AU Registrar's office for eligibility before enrolling.

Program Requirements

You are required to complete the following to receive program credit.

> Review Student Handbook & "Prohibition of Unofficial Study Aids" letter
> READI Assessment
> Elective
> Five core courses

You can track your program status and progression via your AUSIS student record. Once enrollment is complete, an e-mail will be sent to the address you provided. Keep your e-mail address current as this is our primary means of communicating with you.

Please check the website and, once it is implemented, the announcement section of Blackboard to obtain information on the most recent updates and changes to the program.

Elective

Elective course descriptions and the Rosetta Stone® application are located on the AU web page (http://www.au.af.mil/au/awc/dl/17/ Electives/electives_17.htm). You will have 6 months from the time you complete the READI assessment to complete the elective. Elective course content is located in AUSIS. You will not receive books. More information is provided in Chapter 6. Upon successful completion of an elective, you will be enrolled in the first core course, Foundations of Strategy.

Core Course Materials

Upon test submission for the previous course, the student will have access to courseware for the next course via the AUSIS website. Paper copies of courseware (books) will not normally be sent to students. Students having a valid need for paper copies of books must submit a request via e-mail (AWC.DL@maxwell.af.mil) and include the justification for needing paper copies. Typically deployed students will be eligible for paper books if needed. In some cases this may require using the previous version of the course since paper copies will not be immediately available for new versions of courses. Students with a valid need must request books for each course as they are enrolled in those courses. In those cases where books are justified, they will be sent to the address listed in your contact information in AUSIS. This paperless curriculum decreases costs and more importantly facilitates curriculum updates. All course materials necessary to successfully complete the program can be found on-line within AUSIS. If a valid need exists, printed materials are shipped USPS media rate: allow 20 days for stateside addresses and 40 days to overseas addresses. Due to copyright restrictions, some readings will be available only through a library link in AUSIS and will not be in the books. We strive to make our curriculum as accurate and relevant as possible. For corrections, consult the errata sheets on AUSIS under Resources.

Going to a computer-based curriculum will facilitate more frequent updates to our curriculum and enable shorter lead times for those updates. The electronic copies of the readings will either be PDF files or links to the AU library. AWC/DL will post the PDFs when no costs are involved. If a reading has copyright costs, we will provide a link to an AU Library site where you can download a copy of the article (typically in PDF format). As Air University students you are authorized to access and download readings the library has already paid the copyrights for and has available. We can provide the link but we would need to pay copyrights if we maintained the PDF on our site.

Although AWC/DL will not be issuing e-Books, we acknowledge that many of you have e-Books such as Kindles, iPads, Nooks, etc. Our intent is to provide content in a compatible PDF format (or link to a PDF).

Timelines

You must be aware of three dates: 1) student handbook (& unofficial study guide prohibition letter) certification/READI Assessment due date, 2) elective due date and 3) program due date.

1) The student handbook, unofficial study guide prohibition letter and READI Assessment must be completed within 30 days of initial enrollment or you will be administratively eliminated.

2) Electives must be completed within 6 months following the READI assessment.   If a student exceeds 6 months without completing the exam, they will receive a failing grade and be automatically disenrolled.   The student may re-enroll and will get an additional 6 months to

complete the elective. However, due to limited licenses, students may not re-enroll in the Rosetta Stone® elective and will be required to pick a new elective.

The window for completing the elective starts when the READI assessment is completed. We recommend you select your elective as soon as possible to ensure you have sufficient time to complete the elective within the 6-month window. To select Rosetta Stone® as an elective, the student must have at least 4 months remaining on their 6-month completion window.

If enrolled in a Rosetta Stone® course, upon completion of your planned number of units, send an e-mail to Student Operations (awc.dl@maxwell.af.mil) requesting your grade. Once you complete an elective, AUSIS will show a recommended course due date of 4 months for subsequent core courses. This date is for planning purposes ONLY.

3) The program due date is 36 months from the date the student first enrolls. You must complete the AWC/DL program in 36 months from your original enrollment date. The 36-month due date remains the same following any subsequent re-enrollment due to academic or administrative elimination. Following a second elimination, your Wing Commander (or equivalent) must provide written justification to allow a 3rd enrollment. If approved for the 3rd enrollment, the justifying official will be updated periodically about your progress in the program. The required completion date for the entire program (36 months from initial enrollment) will not be reset.

AWC/DL recommends students complete at least two courses per year as a minimum. This is not a hard-suspense, but failure to accomplish at least two courses per year makes completion of the program increasingly more difficult. Since this program is added on top of your job requirements and family time, there will never be a truly convenient time to complete the program. Have a plan and stick to it as closely as possible.

Promotion boards and desired graduation dates are recurring issues for students. Please be sure to submit your required course work early enough to be graded and posted in time to affect pre-board activities. You should submit all assignments at least 3 weeks in advance of any due date to allow sufficient time for grading. For significant Air Force-wide events, we will attempt to post relevant notices on the AUSIS home page. Do not delay AWC completion until just prior to a significant career event.

Extensions

If a student exceeds 36 months from enrollment in AWC/DL without completing all the requirements for program completion, they will be disenrolled from the program. AWC/DL will grant one 12-month extension if and only if, the student meets all the following:
- The student has completed at least the Elective and Foundations of Strategy courses.
- The student must provide their rater and AWC/DL with a timeline for completing each of the remaining courses.
- The student must meet with his/her rater to discuss job workload, course workload and the timeline for completing the program.
- The rater must send an e-mail to AWC/DL stating he/she has discussed the job and course workloads with the student, he/she feels confident that the student can complete the program within the 12-month window and he/she must recommend AWC/DL grant the 12-month extension.

- The student must then provide quarterly updates to his/her rater with a cc to AWC/DL indicating if the student is on track with the original timeline plan, or the student must provide a revised plan to complete the program in the remaining months.
- The student must ensure AWC/DL is informed if his/her rater changes.
- AWC/DL will notify the rater each time a course is completed and any time the student's ability to complete the program on the timeline submitted seems in doubt.

Note: There will be no additional extensions allowed. If this 12-month extension is exceeded, the student will be permanently disenrolled from AWC.

Suspensions

When a student enrolls in AWC distance learning, he/she has 36 months to complete the program. Some students complete the program in as little as 12 months. A reasonable timetable for completion would be 24 months. The 36-month timetable allows for some periods of time when a student needs to focus more on other aspects of his/her life (PCS, medical condition, etc.). However, we do understand that sometimes students are faced with major changes in their life that are of a longer duration. In those rare instances, a one-time suspension of enrollment for up to 24 months may be requested. Your viability to complete the program will be evaluated when you request a suspension. Students must have at least three-months per course remaining left on their original 36-month timetable to be viable for a suspension. For example, if a student has 2 courses remaining, they must have at least six months remaining in the program (3 months x 2 courses = 6 months). You will not be granted a suspension if you do not meet this criteria.

Procedure:
If a student's duty or personal situation changes dramatically and he/she will be unable to work on Air War College for an extended period of time (1 year or more) and they meet the viability criteria noted above, the student may request a suspension of enrollment. They will need their supervisor to endorse the suspension. Requests with a valid reason and supervisor endorsement will be submitted to the student's AWC instructor. However, the Dean of AWC Distance Learning will be the final approving authority.

During the suspension, the 36-month clock will be stopped, but will not be reset. Also during this time period, the student is technically disenrolled. When a student re-enrolls after suspending his/her enrollment, the time remaining to complete the program will match the time remaining at the point in time that he/she applied to suspend enrollment. Specifically, the time period during which the student's enrollment was suspended will not count against his/her 36-month clock to complete the program.

For obvious reasons, suspensions will not be retroactive. The suspension date will be the date we receive the e-mail request from the student. Student will only be granted one suspension.

Exams

You will be expected to demonstrate mastery at the application and analysis levels of learning. Therefore, core courses use an essay format on the exams. These higher levels of cognitive learning require in-depth knowledge, and consequently, a different kind of preparation for exams; one that goes beyond simply memorizing course materials. Be sure to prepare adequately before taking an exam, as you are allowed only two attempts per course enrollment to pass an exam. You will be

allowed two enrollments per course (four exam attempts). Simulations and multiple-choice exams are also used as assessment tools. Specific test instructions for each exam can be found on the AUSIS website under the Resources tab. You are strongly encouraged to thoroughly read these instructions prior to each exam. The Resources tab also contains other sources to help you prepare for this kind of writing exam (i.e., USAF Academy Executive Writing Course).

Elective exams are closed-book, multiple choice exams and must be completed within 2.5 hours. See "Exam Administration" in Chapter 5 for details on closed book exams. You will be given two opportunities to pass an elective exam. In the rare instance you fail to pass the exam on the 2nd attempt, your record will reflect Course Failed status and you must contact AWC/DL Student Operations staff to choose another elective.

Core courses: Foundations of Strategy, National Security and Decision Making, Global Security and Joint Military Operations are essay exams (check test instructions for details). Joint Strategic Leadership has one simulation and a personal development plan paper as the evaluation instruments. The most critical element of evaluating answers to exam questions is whether the question and all its parts are fully answered and whether the student has sufficiently analyzed the topics introduced in the question (45% of the exam grade is content and support and 45% of the exam grade is based solely on critical analysis and evaluation, 10% organization and writing). If you fail a core course exam twice, your record will reflect Course Failed status and you must contact AWC/DL Student Operations to continue in AWC. After you have passed the remaining courses, you will be afforded another opportunity to complete the failed course. If you fail two courses, you must consult with an instructor. Failing three courses will result in evaluation by the Dean of Distance Learning and consulting with your supervisor to determine if you can complete the requirements of AWC.

Grades

AWC/DL has an extremely high student-to-instructor ratio and periodically the number of students taking exams surges. During these surges, exam turn-times may take up to 3 weeks. Please do not call about your exam needing to be graded until at least 3 weeks has passed. A score of 90 and above is "Outstanding." A score of 80-89 is "Excellent." A score of 70-79 is "Satisfactory." Any score below 70 is "Unsatisfactory" and is a failure. The table below provides broad grade definitions. The grading rubric used to evaluate your answer is under the Resources Tab on AUSIS.

Grade Definitions			
Unsatisfactory <70	Satisfactory 70 -79	Excellent 80-89	Outstanding >90
The level of understanding is not sufficient for meeting desired objectives. Well below fully satisfactory. Improper or incorrect documentation. Inadequate critical analysis and support. Cheating, plagiarism or violations of academic integrity.	Demonstrates an acceptable understanding of the concepts denoting mastery of the learning outcomes. Fully satisfactory. The assignment is logical, factual, well supported and covers the main points.	Demonstrates a high level of understanding and mastery of the learning outcomes. Quality of the assignment is original and innovative. Effective analysis and application of course concepts.	Demonstrates an exceptional level of understanding and a superb mastery of the learning outcomes. Quality of content, organization and critical analysis are clearly superior. Superb analysis and application of course concepts.

Grade Appeal Process

A student has a right to expect thoughtful and clearly defined approaches to course and project grading, but it must be recognized that individual approaches to grading are valid. Students may appeal the grade they receive only if they believe a grading error occurred. To allow time for students to carefully consider instructor comments, students must wait 24 hours after grade notification prior to initiating an appeal. The student then has a 5 day window to initiate an appeal. Therefore, appeals must be initiated within 6 duty days of the grade notification via e-mail to awc.dl@maxwell.af.mil. The email must include specific justification for the appeal. Appealing because you don't like your grade is insufficient justification and will be rejected. If a valid appeal is received, two other instructors will review the graded event and determine an appropriate grade. Results of an appeal should be returned to the student within 10 duty days of the request, via a simple feedback stating whether the grade was changed, or not, and why—a detailed rubric will not be provided. The appeal process may result in raising, lowering or sustaining the grade. A subsequent appeal may be submitted to the Dean of Distance Learning.

Chapter 4

Program Support

<u>**AWC/DL**</u>

Instructors and Staff – Our Student Operations staff is available to help with administrative issues you cannot resolve on AUSIS. Faculty advisors and instructors are available to help with academic questions or issues. However, we have a very limited staff (~14 total) supporting over 6,000 students so please review the website's Frequently-Asked-Questions page and Student Handbook prior to emailing or calling either Student Operations or your instructor with questions. Also, when you do need to contact us, please use e-mail for most communication and limit phone calls to time-dependent issues that e-mails cannot resolve.

>   **Contact Information** – The Student Handbook should cover most of your questions. If you need further assistance, contact Student Operations at:

>>   E-mail: awc.dl@maxwell.af.mil.

>>   Phone Numbers: Commercial: (334) 953-6093 or 8824 or DSN: 493-6093 or 8824. Most phone requests for service will require an e-mail confirmation from you for tracking and recording purposes, so it is best to contact us first by e-mail.

>>   Fax Numbers: Comm Fax: (334) 953-7225 or DSN Fax: 493-7225. Include a cover sheet with all fax communications, to include your contact information.

Online Services – AUSIS is your interface to AWC/DL (https://ausis.maxwell.af.mil). The primary methods used to communicate include information pages and critique forms. The AWC section of AUSIS provides:

>   **Welcome Page** – Account login access is available from this page. Additionally, pertinent announcements are posted here.

>   **E-mails** – Program enrollment notifications and details are sent via e-mail. Additionally, other events such as course enrollments, upcoming due dates and program changes are also sent via e-mail.

>   **Course Content** – AUSIS is updated regularly with the latest announcement or policy guidance, as well as additional resources, such as videos of lectures to help you master course materials. This information is located in the Resources tab. Course content is contained in the AUSIS Course Content menu. Some required readings are only available through the Muir S. Fairchild Research Information Center. These links are provided through AUSIS.

>   **Exams** – Elective course exams (multiple choice tests) are administered at authorized Test Control Facility using e-Exams. Closed-book core course exams are available through AUSIS and administered at authorized test control facilities or as directed by AWC/DL. Open-book core course exams are available through AUSIS and are taken at the location of your choice. For JSL, your mentor will e-mail your Personal Development Plan to AWC/DL Student Ops, and you will need to submit your simulation completion code using AUSIS. See JSL description in Chapter 6.

Resources Tab – The Resources tab in AUSIS contains supplemental information which you may find useful. The Resources tab is where you will find additional videos and reading material for each course. Pay particular attention to the "Test Instructions." Additionally, you will find the grading rubric and writing tips under "writing support."

Online Feedback Forms – End-of-Course critiques are used by AWC/DL to identify potential improvements in procedures, products and programs. Please take the time to share your feedback and ideas.

Completion Status – All course requirements must be completed to at least a satisfactory level within 36 months of enrollment. Your official start date and your scheduled completion date are available through AUSIS should you want to review them.

Extensions – Extensions for the three due dates established when you enroll (Student Handbook & letter/READI Assessment, elective and program) will only be granted for exceptional circumstances.

Personnel Record Updates – AWC will provide PME program completion data to AFPC and ARPC for USAF officers' records as appropriate. It is your responsibility to ensure your "Service Component" is correct in your AWC student record. Your personnel records should reflect that you have completed AWC within 7 business days after your instructor posts your final course grade and all requirements are met. Students must coordinate with ARPC to update their retirement points based on the study hours provided electronically by the AWC. (See the ARPC factsheet at http://www.arpc.afrc.af.mil/library/factsheets/factsheet.asp?id=8297). All other student records must be updated by the student.

Diplomas – A diploma will be issued upon successful program completion. The diploma will display your name as it is listed in AUSIS and will be mailed to the address on file. Diplomas will be annotated with "Excellent" or "Outstanding" for those students accomplishing a higher level of achievement. This achievement is based on your final program grade. If you do not receive your diploma within 30 days after AUSIS reflects your status of "Program Complete," e-mail AWC/DL (awc.dl@maxwell.af.mil).

Academic Excellence Award – This highest academic distinction is awarded each calendar year to the top distance learning graduate with the highest academic grade average. The student is invited to participate in the resident program graduation exercise.

Air University Registrar (AU/CFR)

The Registrar is responsible for creating and forwarding transcripts in response to student and academic institution requests. The Registrar also serves as the AU liaison to Educational Service Officers worldwide.

Program Transcripts – AU/CFR will furnish a transcript upon receipt of your written request. The request format is at http://www.au.af.mil/au/registrar.asp.

Chapter 5

Policies and Guidelines

Academic Integrity (AUI 36-2309, 22 Aug 08)

Integrity is a cornerstone of the military profession and permeates every aspect of our service. Within this academic environment, integrity is important to ensure graduates are skilled in the areas prescribed by Joint and Air Force directives and to preserve the validity of the assessment program. Air University Instruction 36-2309 defines academic integrity as: "Uncompromising adherence to a code of ethics, morality, conduct, scholarship and other values related to academic activity." As a student in this program, you are now responsible for adhering to these standards. UCMJ and other adverse action have been and will be taken against students violating these standards.

Collaboration and discussion in an established seminar, by a legitimate seminar member, is highly encouraged, but each member is expected to do his/her own work.

To ensure academic integrity, exams are not given back to students. Additionally, students are forbidden from discussing exam questions and answers with anyone other than AWC/DL faculty including exam references in course content or study materials.

You are forbidden from collaborating with other students on any written assignment or exercise. Aside from your JSL mentor, assignments and exercises are individual efforts and must be accomplished without help from anyone.

Any feedback from AWC/DL instructors is privileged information and subject to the same protections from being shared and the same consequences if caught sharing it.

Cheating – The act of giving or receiving improper assistance such as, but not limited to, copying answers from another's exam; using references not authorized for use during exams or other assigned work; knowingly permitting another to copy your work or answers from an exam; and collaborating with other persons on individual assignments, except as permitted, constitutes a violation of academic integrity. Unauthorized discussion, disclosure or possession of AWC exam questions is a violation of Article 92, UCMJ. AWC exam questions may be discussed only with AWC personnel.

Misrepresentation – The act of making an assertion to intentionally deceive or mislead. Misrepresentation may be an oral or written statement that is misleading or deceiving and meant to be so; for example, false reporting. Students enrolled in a course who previously took the same course (or a variant of it, for example, a non-resident version of the same course) and attempt to resubmit research papers or other work in fulfillment of a current school assignment, while disguising the fact that it is a resubmission, would be guilty of misrepresentation.

Plagiarism – The act of appropriating the literary composition of another, or parts or passages of another's writings, other ideas or language of the same, and passing them off as your own product. You must properly cite quotations or paraphrased passages within any written work submitted to the AWC.

Graded Assessment Compromise – Normally, local authorities will investigate alleged incidents. Should the AWC learn of suspected violation of academic integrity involving graded assessments, we will report the details to the appropriate commander for investigation. If the commander

determines a violation of academic integrity occurred, he or she may take appropriate action. Additionally, you should understand that you could be implicated in a violation of academic integrity simply by having knowledge of another's violation and failing to report it. Individuals found guilty of academic integrity violations are also subject to sanctions imposed by the AWC Commandant. These sanctions can affect credit for work already completed as well as a student's eligibility for future PME opportunities.

Prohibition on Unofficial Study Aids

The AWC correspondence program is, at its core, an individual effort. Therefore, the use of unofficial study aids, including study aids sometimes called "dirty purples," "gouge," "crib notes," etc., is prohibited.

This prohibition applies to all manner of study aids, test prep and notes that are not specifically posted on AUSIS or Blackboard. The use of notes from other people regarding AWC courseware is no longer allowed for the AWC Distance Learning program. An exception for designated seminars is explained below. Additionally, this prohibition clearly does not prevent extra studying on related topics such as looking for supplementary information on strategy by reading related articles. However, it does apply to anything that summarizes or is directly geared towards specific AWC courseware or tests. You may, of course, make your own notes from the readings for personal use. In addition, students are prohibited from using other student's highlighted or underlined books; the use of a clean copy of another student's book is acceptable.

As per AUI 36-3209, students who use unofficial study aids will be "subject to adverse administrative action, including disenrollment and expulsion from school, disciplinary action and discharge from the service. U.S. military members may be prosecuted under the UCMJ. Violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws."

Designated Seminars

The only exception to the prohibition of study aids is that notes made by seminar members may be shared within that designated seminar. To be a designated seminar, a group must meet all of the following:
- The group must choose a facilitator. The facilitator may either be one of the student members or an O-6 mentor.
- The group must identify to AWC/DL the names of the facilitator and all seminar members.
- The group cannot be more than 15 students or less than 4 students. The group members may be geographically separated.
- Group members may create and then disseminate their personal notes and discuss course material provided they have not personally taken the test for that course.
- Groups must be in the same course. We understand it may take a few weeks for all seminar members to test, which will result in short periods of time when seminar members may be spread across two courses. However, in no case may seminar members be spread across three courses.

Academic Freedom (AUI 36-2308, 22 Aug 08)

Courseware may include candid lectures and articles from senior leaders across the DoD and other departments and agencies. These leaders consent to distribution of their lectures because they are assured their comments will be shared only among the AWC student body. As an AWC student, you share an important responsibility with the faculty, staff and students at Maxwell AFB in upholding academic freedom policies. To meet this responsibility, you must adhere to the college's academic freedom and non-attribution policies. Do not cite, share or discuss our contributors' offerings in your communications without checking with us first. Similarly, respect the contributions of seminar mates. Some explanatory notes on our academic freedom policy follow:

Academic freedom allows you, our guest speakers and contributing authors to state opinions openly and to support or challenge ideas without concern that their remarks will subsequently be attributed to them.

Non-attribution facilitates the free expression of opinions and ideas and allows for professional disagreements within the context of an academically stimulating environment. Essentially, non-attribution means not associating specific comments, ideas, opinions or conversations with specific individuals.

Although individuals may debate relevant issues, academic freedom must be tempered by good judgment to refrain from making offensive remarks, unfounded opinions or irresponsible statements, either verbally or in writing. Offensive remarks or irresponsible statements include comments disparaging any person's race, color, national origin, ethnic group, religion or sex. Offensive remarks or irresponsible statements – whether oral or written – simply will not be tolerated.

Student Disenrollment (AUI 36-2315, 19 Nov 08)

An enrolled student may be administratively eliminated for failing to fulfill academic requirements within the time allotted, including the "Failed Course" status described above as well as missing established program due dates. Other disenrollment provisions are described in Air University Instruction 36-2315.

Release of written documents to officials other than AWC faculty and staff (AFI 35-102, 20 Oct 09 and AUI 36-2321, 24 Jul 06)

Student written material is not copyrighted but is the property of the United States government and is not to be reproduced or published without the permission of the AWC. Material must go through a security and policy review before being released outside of the AWC.

Writing Guidelines

Your grade for the DL program relies heavily on writing. The exams should be written with a joint perspective in mind. The rubric (located in AUSIS, under the Resources tab/writing support) provides guidelines for the core course exams and should be reviewed before you take each exam. The faculty will use this rubric for grading.

When preparing your answer, ensure you read and follow the specific exam guidance. Exam questions require multiple issues to be addressed so ensure you provide complete and thorough responses. Answer the question asked and not the one you want to answer. Keep in mind there is no "book" answer for essay exams.

This curriculum is a senior-level course as described in CJCSI 1800.01C (Officer Professional Military Education Policy); your writing should clearly reflect a higher level of learning. While writing style is important to accurately convey your thoughts, exams will be evaluated mainly on demonstrated application, analysis, synthesis and evaluation of the course concepts. Application involves applying knowledge to actual situations. Analysis requires you to recognize how different objects or ideas are interrelated by breaking them down into simpler parts. Synthesis involves arranging these simpler parts of ideas into a new whole that was not obvious before. Evaluation is the act of interpreting and judging the value of the material against a set of criteria. These higher levels of learning are critical at the senior level. The expectation is you will apply these skills at the O-6 level.

The five non-language electives, "Space Operations," "Communicating for Effect," "Coercive Airpower," "Nuclear Weapons" and "Counterinsurgency (COIN) and Military Support to Security, Stability, Transition and Reconstruction (SSTR)" utilize a multiple choice format for the exam. The language elective grade is based on progression through the Rosetta Stone® program.

For core course exams, the most critical element of evaluating answers to exam questions is whether the question and all its parts are fully answered and whether the student has sufficiently analyzed the topics introduced in the question (45% of the exam grade is content and support and 45% of the exam grade is based solely on critical analysis and evaluation). A target length of 3 to 5 pages, single spaced (10,000 to 16,500 characters) should provide ample space to answer the question. This length is just a target and not a specific requirement. An answer that is only 2 ½ pages but fully answers the question may receive a passing grade. Likewise, exceeding 5 pages will not by itself hurt your grade. However, failing to answer the question, or including irrelevant material, will negatively impact your score. Outlining the essay before you write is useful for most students.

The writing support tab under Resources in AUSIS provides many useful sources such as the Tongue and Quill and the Air University Style and Author Guide, which will help you prepare for essay exams.

Exam Administration

All closed book exams will be taken at a Test Control Facility (TCF), which is usually located at your local Education Office, using AUSIS for closed-book essay exams and e-Exams for closed-book, multiple choice exams. Be sure to have your current/correct TCF identified in your student record. Also, ensure you have selected your TCF as your test monitor. If a TCF is not reasonably available, contact Student Operations to work out an alternative for taking your exam. You must refer to the Test Instructions subheading under the Resources tab in your AUSIS record prior to scheduling your exam. No course materials or outside references are to be used for your exams. Do not bring anything into the TCF, do not access anything other than the test during the test and do not take any test/course materials from the TCF. Prohibited material includes, but is not limited to, paper and electronic versions of personal notes, previously compiled work, dirty purples, and course material. You are permitted to use a word processor, such as MS Word, during the test and then cut and paste the answer into the test answer window on the SIS website. The word processor file must be deleted or handed over to the TCF for temporary storage and then deletion.

Open book exams will be taken at the student's location of choice. It is important to understand the student will be responsible to securing the test and that our ability to continue to offer open-book

exams depends on student compliance with the following information regarding test security. The test is an individual effort. Students are not permitted to discuss the test with anyone. Students must ensure no one else can see the question or answer (including spouse/family, co-workers, etc.). The answer must be the student's own work. Students may keep the test question and answer until six days after receiving the grade. After six days, students must destroy all material associated with the test. This includes paper and electronic copies. This includes deleting files from the hard drive and emptying the "recycle bin" on the computer. Normally email is not used. If a student is directed by AWC/DL to use email the student must delete the copies in the "sent items" and the "deleted items" folders.

The standard you will be measure against for the 7-day open-book exam will clearly be higher than that used for a 3-hour closed-book exam. It is imperative that students complete all the readings prior to taking the open-book exams. The seven days provided are not sufficient to read enough of 900 pages of material to be able to adequately analyze it with respect to the question. Simply listing course material as your answer is not analysis and will result in an unsatisfactory grade. Read the test instructions thoroughly. You must properly cite material that you use to answer the question. Although some outside references may be used, such as a quote to set the tone in the introduction, the intent of the question is to determine if you understand the course material sufficiently to answer the question, not whether you can find outside material to support your answer.

AWC/DL is continually working to improve the AWC student experience. To that end, AWC/DL may develop and implement other types of assessments such as simulations or exercises. If other methods of evaluation are created and implemented, specific guidance will be published on AUSIS.

Final Grade Calculation

Your final program grade is calculated as a weighted average of your elective and four core course grades. The weighting is based on projected study hours (60 hrs for the elective and 99 hrs for each of the core courses). Each core course is weighted equally. All your graded events will be included in the calculation. For example, if you fail your first FS exam with a 67% and retake the course exam and get a 74%, we will use both scores in your final program grade calculation. You must pass all courses and complete all program requirements to receive program credit. Your final grade will be posted to your AUSIS account and reflected in your Air University transcript.

Chapter 6

Curriculum

You can complete the program in 25 months if you finish one course every 4 months. This pace will allow you to continue to progress through the program within the 36-month time frame with some leeway for unexpected occurrences.

AWC/DL is working closely with the in-residence faculty to update the distance learning curriculum. In the past updates have been implemented as a new edition with all the courses being launched simultaneously. This approach had two negative consequences. First, due to logistics and manpower issues, elements of the new edition were already six-months to one-year old when the new edition was launched. Second, the amount of time and effort needed to update the entire curriculum resulted in fewer total updates. We are departing from this paradigm. We are now going to update courses one at a time keeping them synchronized with updates to the in-residence curriculum. We intend to update each course once per year. When the new course is available, the old version will still be active for six months to allow those students already enrolled in the old version to complete that course. At the end of six months, students who have not taken the exam or switched to the new version will be disenrolled.

Global Security (GS) is the first course that AWC/DL will update (likely posted in May 2011). At that time students who finish NSDM and enroll in Global Security will be enrolled in GS-2011; however, GS (original version) will still be available. Initially we will not have paper copies of GS-2011. We may eventually have paper copies, but the copyright and publication process is slow. Students needing paper copies will need to stay in the older GS course.

Elective Courses

The elective course supports and expands upon selected topics and objectives found in the core curriculum. Electives offer students an opportunity to gain additional knowledge and expertise in subject areas that may only be briefly covered in the core courses. Additionally, the electives enhance and complement the core curriculum by providing opportunities to achieve greater depth and breadth of understanding in issues of special interest. Student should pursue electives that will broaden their knowledge rather than choosing electives that are in their area of expertise. For example officers with space backgrounds should not take the space operations elective. There are two categories of electives: non-language and language. The non-language electives consist of 10 lessons with approximately 50 pages of reading per lesson. The exam is a closed-book multiple choice exam.

The language elective is subject to license availability. Only licenses obtained through AWC/DL will be used. Language course completion is based on progress through the Rosetta Stone® program. Specific details are provided on AUSIS.

Elective availability may change as electives are added or deleted and current offerings are updated. Refer to our website for a complete description of the electives currently being offered. (http://www.au.af.mil/au/awc/dl/17/Electives/electives_17.htm).

Core Course Descriptions

These courses provide the primary curriculum for this program and mirror the courses offered in the resident program. The courses are built around objectives and supported with lessons. The lessons establish desired learning outcomes and are supported with questions for study. The format consists of readings, videos and exercises.

Foundations of Strategy (FS)

The goal of the Foundations of Strategy (FS) course is to develop senior leaders who can ethically develop and evaluate strategy in the pursuit of national interests. This foundation is laid by examining various theorists' concepts and how they have been applied to conflicts throughout history and to today's military operations. The course pays special attention to strategy development for the venues of air, space and cyberspace, to the impact of air power on national and military strategy and concludes with a look at the challenges of Information-Age Warfare. This course will serve as the foundation for further study in other courses that examine the national security decision-making process and the application of military power as a means to attain national objectives. The exam is a 3-5 page single-spaced, open-book essay exam.

National Security and Decision Making (NSDM)

The National Security and Decision Making (NSDM) course assesses the processes for developing US security strategy and policy as well as the use of the national instruments of power in support of that policy and strategy. The course evaluates the current US national security strategy and interests, the state and non-state threats, and the roles of the instruments of power in countering those threats. The course also focuses on the national security decision-making processes by assessing the role and impact of civil-military relations, the interagency process, Congress, the Intelligence Community and public opinion among others, in policy development and execution. The exam is a 3-5 page single-spaced, closed-book essay involving a current Opposite Editorial (OpEd) piece. This exam may change to an open-book essay format in the future (possibly July 2011).

Global Security (GS)

The Global Security (GS) course examines the roles of nations, regions and other international actors in addressing key issues shaping the global environment. The course also identifies growing and emerging security concerns beyond the military capabilities of state and non-state actors (e.g., energy security, environmental security, migration, population growth, etc.). The course uses a comparative approach to examine the political and economic elements of actors and their impact across a wide range of global issues. The course assesses the relationship between efforts to democratize states, economic development and national and international security. The course also analyzes power politics from a region-to-region perspective and the impacts of these regional features with regard to international security. The exam is a 3-5 page single-spaced, closed-book essay exam comparing and contrasting competing interests and security challenges the United States has in different regions (as well as the countries of that region) of the world.

Joint Military Operations (JMO)

The Joint Military Operations (JMO) course prepares senior officers to deploy, employ and control joint forces across the spectrum of conflict. The course emphasizes the employment of

air, space and cyberspace forces as they contribute to the joint, combined or coalition environment in support of the National Military Strategy. The course assesses the best ways to present, plan and control military resources (US and coalition) as they serve the unique requirements of the combatant commander. The course analyzes the strategic implications of emerging warfighting concepts (sister service, Global Strategic Operations, logistics and Special Operations), planning for and evaluation of future threats that are asymmetric to the US experience and expectations and examines one's efforts from the opposing perspective. The course also assesses the friction between joint and service operational concepts as applied to the employment and control of air and space power. The exam is an approximately 2 1/2 page single-spaced, closed-book, short-answer essay on planning and mission analysis.

Joint Strategic Leadership (JSL)

You must nominate a mentor (O-6 or civilian equivalent) before you start the Joint Strategic Leadership (JSL) course. Please wait until you are enrolled in JSL to nominate a mentor. The JSL course introduces the competencies and awareness needed to understand strategic leadership. The course examines senior leadership competencies required to be successful in today's complex, multicultural, expeditionary warfighting environment. The course focuses on acceptance of responsibility, accountability, command, moral values and awareness of the strategic environment in order to meet strategic and senior leader challenges involved in leading large complex organizations. The course includes an interactive simulation to provide cultural awareness and familiarization. It is designed to develop an understanding of the dimensions of culture and other group dynamics in a realistic setting and how those may impact operations and senior-level decision making. The assessments for this course will be a Personal Development Plan (PDP) (5-7 pages) written with the help of your mentor and the AWC Culture Simulation. Instructions for completing the PDP can be found under the Resources tab in AUSIS.

The Personal Development Plan will be evaluated by your O-6 (or O-6 equivalent) mentor. This will be a pass/fail deliverable. You are expected to develop the PDP with your mentor. Once they are satisfied with the product, they need to attach the PDP to an email stating:

> *I am Lt Col (Name)'s mentor. I have discussed his/her personal development plan in detail, including the sections on self-assessment, personal goals, professional goals, professional development, reflection and critical thinking as listed in the Personal Development Plan guide. Based on the written personal development plan and our related conversations, I recommend passing Lt Col (Name) on the personal development plan portion of the Joint Strategic Leadership course.*

The e-mail must include a full signature block with rank or grade and must be sent to: awc.dl@maxwell.af.mil.

Refer to AUSIS for details on the simulation program.

References and Acronyms

References

Chairman of the Joint Chiefs of Staff Instruction 1800.01C, Officer Professional Military Education Policy
Air Force Handbook 33-337, The Tongue and Quill
Air Force Instruction 35-102, Security and Policy Review Process
Air Force Instruction 36-2301, Professional Military Education
Air Force Instruction 51-303, Intellectual Property—Patents, Patent Related Matters, Trademarks and Copyrights
Air University Instruction 36-2308, Academic Freedom
Air University Instruction 36-2309, Academic Integrity
Air University Instruction 36-2315, Student Disenrollment Procedures
Air University Instruction 36-2321, Research and Publication
Air University Policy Letter, Policy Regarding Student Rights

Acronyms

AFRES	Air Force Reserve
ANG	Air National Guard
ARPC	Air Reserve Personnel Center
AUSIS	Air University Student Information System
CAC	Common Access Card
FS	Foundations of Strategy
GS	Global Security
JMO	Joint Military Operations
JSL	Joint Strategic Leadership
OPMEP	Officer Professional Military Education Policy
NSDM	National Security and Decision Making
READI	Readiness for Education at a Distance Indicator
SDE	Senior Developmental Education
TCF	Test Control Facility